

Item	Description	Report	Item taken by	ACTION
1	Welcome, apologies, and declarations of interest		Chair	Note
2	Minutes 29 October 2020		Chair	Approval
3	Finance Management Accounts to 31 October 2020	Attached	KE	Note
4	Head of Creative Opportunities Report	Attached	BP	Note
5	Head of Production Report	Attached	JR	Note
6	Chief Executive Report Board Decisions Operational Issues Key Dates or Trustees Stakeholder Updates Projects Completed Projects Planned	Attached	GH	Approval Note Note Note Note Note
7	Board Recruitment & Training		Chair	Note
8	Any Other Business as agreed by the Chair at the start of the meeting		Chair	
9	Future SADA Board Meetings: Board Meeting Thursday 25 February 2020 – 5.30pm		Chair	

The Board may decide that on grounds of confidentiality particular items should be considered in private. Any such items will be noted in separate “closed” minutes for approval at the next Board meeting

**Minute of Meeting of Shetland Arts Development Agency Board of Trustees,
Thursday 29th October 2020, held at 5.30pm by video conference**

Present:

Ryan Stevenson (RSt), Chair, Shetland Arts
 Robin Sandison (RS), Trustee, Shetland Arts
 Sophie Whitehead (SW), Vice Chair, Shetland Arts
 Lynn McHattie (LM), Trustee, Shetland Arts
 Renzo Spiteri (RSp), Trustee, Shetland Arts
 Susan Mail (SM), Trustee, Shetland Arts
 James Johnston (JJ), Trustee, Shetland Arts

In Attendance:

Graeme Howell (GH), Chief Executive, Shetland Arts
 Kerry Eunson (KE), Head of Organisational Support, Shetland Arts (minute taker)
 Bryan Peterson (BP), Head of Creative Opportunities, Shetland Arts
 Jonathan Ritch (JR), Head of Production, Shetland Arts
 Wendy Tulloch (WT), Head of Customer Services, Shetland Arts

Apologies:

Chris Gadsby (CG), Trustee, Shetland Arts

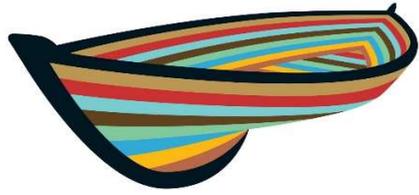
Item	Topic	Action
1.	<p>Welcome, Apologies & Declaration of Interest</p> <p>The Chair welcomed everyone to the meeting.</p> <p>There were no declarations of interest.</p> <p>The chair requested that Trustee appointments be dealt with at the start of the meeting. At the recommendation of the chair James Johnson was unanimously appointed as a Trustee.</p>	
2.	<p>Matters Arising</p> <p>The minutes of the last meeting were read and approved by SW and seconded by RSp.</p>	
3.	<p>Finance</p> <p>The Management Accounts were taken as read. There were no queries.</p>	
4.	<p>Head of Creative Opportunities Report</p> <p>BP took the board through his report adding the following additional points:</p> <p>Student numbers are steady compared to last year due to an additional Vocational Pathways course. There are also more Master Levels students.</p>	

5.	<p>Head of Production Report</p> <p>JR took the board through his report adding the following additional points:</p> <p>Auditorium works done to get it back to operational.</p> <p>Hot desk spaces on hold for the meantime due to regulations.</p> <p>Insurance survey main recommendation was regarding Hot Works permits.</p> <p>RS asked whether there were any cyber security issues with staff working from home. GH explained the systems review has moved the organisation across to Microsoft 365 and Trello. There is two factor authentication in place and we are managing the risk as well as we can.</p>	
6.	<p>Chief Executive Report</p> <p>GH took the board through his report adding the following additional point:</p> <p>Due to confirmation of movement into tier 1 next week we can bring back small scale performance. Awaiting further guidance for this but looking to reinstate a weekly soup and show performance.</p>	
7.	<p>Board Recruitment & Training</p> <p>RSt expressed the boards thanks to RS as he is now at the end of his term. GH also added his thanks to that.</p> <p>RS said he has enjoyed his time on the board and wishes everyone the best for the future.</p> <p>GH explained that we would be starting a public recruitment campaign in November but if the board could start thinking about 1-2 people that may be willing to join the board so we can get numbers up to 9 or 10.</p>	
8.	<p>Any Other Business as agreed by Chair at the start of the meeting</p> <p>None</p>	
9.	<p>Date/time of future meetings</p> <p>The next meeting will be held on Thursday 17th December 2020 at 5.30pm in Mareel or via video conference.</p>	
	Meeting closed at 5.50pm	

Minute approved:

Ryan Stevenson

Chair, Shetland Arts Development Agency



Shetland *arts*

MANAGEMENT ACCOUNTS
OCTOBER 2020

Mangement Accounts
Profit & Loss - Year to date v Reforecast
7 months to 31 October 2020

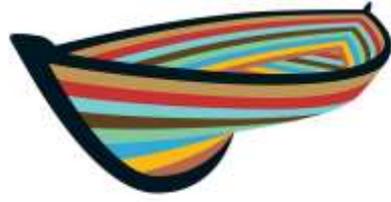
	Actual	Reforecast	Variance
	£	£	£
<u>Income</u>			
Ticket Sales	17,929	18,828	- 899
Education and training income	69,575	69,635	- 59
Retail income	8,417	8,292	125
Food and beverage income	28,663	28,579	84
Foyer income	4,809	4,809	-
Box office commission income	- 191	- 195	4
Gallery commission income	875	1,175	- 300
Hire of rooms and equipment income	565	565	-
Screen advertising income	-	938	- 938
Gift Vouchers	- 350	- 21	- 329
Sponsorship income	-	-	-
Donations received	395	395	-
Grant Funding - Capital	-	-	-
Grant Funding - SIC	32,500	32,500	- 0
Grant Funding - SCT	352,055	352,055	-
Grant Funding - Creative Scotland	241,170	241,170	- 0
Other Grants - Trusts and foundations	46,078	47,272	- 1,194
Operating lease income - SIC	52,500	52,500	-
Other income	260,079	260,456	- 377
Memberships received	95	- 67	161
	<u>1,115,164</u>	<u>1,118,884</u>	<u>- 3,721</u>
<u>Purchases</u>			
Food and beverage purchases	13,829	10,910	- 2,918
Foyer purchases	2,171	2,368	197
Retail purchases	5,229	8,407	3,179
Direct costs	122	122	-
	<u>21,351</u>	<u>21,808</u>	<u>457</u>
<u>Direct Costs</u>			
Gross wages and salaries - regular	491,119	509,006	17,887
Gross wages - casual	55,377	55,926	548
Employers NI	35,777	30,984	- 4,793
Employers pension	87,614	75,952	- 11,662
Recruitment expenses	298	120	- 178
Employee/Trustee expenses	-	-	-
Training and protective clothing	1,205	1,105	- 100
Programme costs - project	32,757	37,858	5,101
Marketing costs - project	3,723	4,210	487
Licences - PRS etc	12,391	13,118	727
Film transport	124	176	53
Hire of equipment	-	-	-
	<u>720,385</u>	<u>728,455</u>	<u>8,070</u>

Overheads

Travel and subsistence and Entertainment	4,027	4,335	308
Rent, Rates and Insurance	29,801	29,889	89
Heat and Light	24,206	24,963	758
Operating leases - Rent and Equipment	61,163	61,676	513
Repairs and maintenance and Cleaning	48,598	55,489	6,891
Print, postage and stationary	1,376	603	- 774
Telephone and broadband	4,901	4,607	- 294
Computer costs	13,822	14,288	467
Marketing costs - strategic	1,909	970	- 939
Website costs	346	473	128
Subscriptions	1,225	1,040	- 185
Consumables	51	902	851
Sundry	- 30	- 52	- 22
Legal and professional fees	12,767	14,129	1,363
Till differences	5	-	- 5
Bank charges	2,526	2,695	169
Loan interest	2,206	2,266	60
	<u>208,898</u>	<u>218,275</u>	<u>9,377</u>
SURPLUS/DEFICIT	<u>164,530</u>	<u>150,347</u>	<u>14,184</u>

Management Accounts
Balance Sheet
As at 31 October 2020

	£	£
Tangible Fixed Assets		9,746,819
<i>Current Assets</i>		
Stock	34,615	
Debtors	105,681	
Cash at Bank	<u>641,353</u>	
	781,650	
<i>Current Liabilities</i>		
Creditors	<u>676,747</u>	
Net Current Assets		104,902
<i>Long term liabilities</i>		
Loans	118,043	
Pensions liability	<u>1,382,000</u>	
		1,500,043
Net Assets		<u><u>8,351,679</u></u>
Capital and Reserves:		
Restricted funds		9,727,258
Unrestricted funds		6,421
Pension liability		<u>(1,382,000)</u>
		<u><u>8,351,679</u></u>



Shetland *arts*
HEAD OF CREATIVE
OPPORTUNITIES REPORT

DECEMBER 2020

INTRODUCTION

This report details the following

- Key Performance Indicators
- Significant projects completed in the reporting period
- Significant projects planned

KEY PERFORMANCE INDICATORS

As Per SCT Funding 20/21	May	Jun	Jul	Aug	Sep	Oct
Concerts, Screenings, Exhibition Days	11	9	24	15	77	54
Audience attendances	3,878	3,360	1,561	939	1,042	1,080
Development Sessions	159	21	14	73	132	101
Participations	886	275	596	382	534	487

Formal Education Delivery	Enrolled to Study at Mareel 20/21		Taught Across the Network 20/21
	Full Time	Part Time	
Vocational Pathway	-	31	NA
NC	9	-	NA
HNC	2	-	NA
Degree	11	1	12
Masters	1	-	13

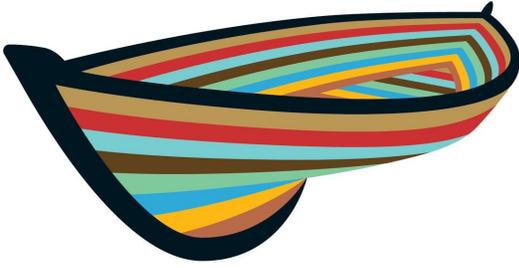
SIGNIFICANT PROJECTS COMPLETED IN REPORTING PERIOD

Date	Title	Intention	Outcome
Nov 2020	VACMA round 1	Provide £750 bursaries to artists and makers	4 applications, 3 awards
Nov 2020	Artist in Residence Project - 1st block	Working with Jenny Sturgeon on a song writing and exhibition project	16 participants - Shetland, national & international
Dec 2020	Q3 Wellbeing activities	Provide social interaction and creative experiences	Ongoing Wellbeing Writing and Choir. New 'Mindful Makkin' proved immensely popular

SIGNIFICANT PROJECTS PLANNED

Short = Next 3 Months; Medium = 3 Months - 1 Year; Long = 1 Year +

Term	Title	Intention	December Update
Medium	Trad Big Band	Bring together young musicians online to write, rehearse and perform as a 'trad orchestra'	The first block of online sessions was delivered in July. The next will be in Feb 2021
Medium	Shetland Youth Theatre	Drama activities for young people – weekly sessions leading to an intensive, and a streamed performance in April	Freelance practitioner about to be contracted, and project about to go on sale
Medium	Q4 Wellbeing activities	Provide social interaction and creative experiences	Mindful Makkin, Wellbeing Choir, Christmas Craft, Wellbeing Writing all scheduled



Shetland *arts*

2020 - 2021: Quarter 2

Report of activity relating to Priority Areas of Activity Statements

Case Studies: Trad Big Band, Peter Davis' Watercolour Lessons

Interim Key Performance Indicator Statistics (appendix)



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Priority Area: Youth Arts

Shetland has a vibrant Youth Arts scene provided by a range of individuals and groups. We will support and contribute to this provision, create and sustain engagement, and nurture creativity and talent through an annual programme of access-level cross-artform workshops, artform specific "intensives", high-quality music and drama productions and subsidised access to events and activities.

Q2 in numbers

2 Concerts / Screenings / Exhibition days
44 Audience attendances
21 Development Sessions
155 Participations

Our regular Youth Groups continued to run online with **Shetland Youth Theatre, led by Steph Pagulayan**, and **Film Crew JNR, led by Keiba Clubb**, providing weekly development for ages 7-19. Feedback from participants is that these regular sessions provided structure to their week and gave them something to look forward to during the uncertain times of lockdown.

Youth Dance sessions ran throughout the Summer led by Creative Project Manager **Kathryn Spence**, with a special edition workshop being a **Dance Exchange** between ourselves and **Dance North**, an organisation based in Moray. They have a newly formed Youth Dance Company of around the same age as ours, and this session provided the opportunity for the peers to take class together (part delivered by us and part by Dance North) and then to share experiences and create dance together through Zoom.

The first part of our **Trad Big Band Project** took place in July (see Case Study)

Priority Area: Education & Learning

Our Education & Learning programme is diverse and offers provision at all levels. From the highly successful schools outreach work run from Bonhoga, through to our formal education programme delivered under contract and in partnership with Shetland College UHI, and informal opportunities such as regular cross-artform workshops, business development, masterclasses and Creative Insight events.

Q2 in numbers

133 Development Sessions
584 Participations

Preparation for the 20/21 academic year continued through July and August with the new students returning to Mareel mid September. A significant change to the education program delivered in partnership with **Shetland College UHI** was the move to a blended (online & in-person) classroom approach which saw the implementation of the UHI's new virtual learning environment BrightSpace.



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During this quarter, all existing teaching materials and resources were collated, uploaded and formatted to BrightSpace. This significant undertaking will safeguard the continued delivery of course work and should mean no interruption to classes should Mareel face further lockdown restrictions.

We launched a new '**Skills for Work**' course this academic year entitled '**Creative Enterprise**' - a Scottish Qualification Authority National Progression Award designed to equip candidates with relevant and transferable skills which can be used in any employment setting, including self-employment.

During July and August interviews for Skills for Work, NC and HNC courses were undertaken through video conferences. The final enrolment figures for all courses delivered in Mareel are as follows:

- **Skills for Work Film:** 8
- **Skills For Work Sound:** 10
- **Skills For Work Creative Enterprise:** 13
- **NC Creative Industries:** 8
- **HNC Music:** 2
- **BA Film Contemporary Film Making:** 7

Shetland Arts also hosts students on the **UHI BA Applied Music** and **MA Music and the Environment** course, together with delivering a range of **Creative Industries MA level modules**.

Due to ongoing demand, **Bryan Peterson** continued to host a study group based on the **Ableton Live** music production software which took advantage of the normally expensive software being made available for free during lockdown.

An online **Creative Lab** led by **Grace Barnes** allowed Shetland Arts to partner with **Pitlochry Festival Theatre**. Grace encouraged 6 participants to write short monologues for a theatre setting. These were sent to Pitlochry Theatre who employed actors to read these, producing these into professional recordings that have been shared on our Facebook and social media pages over the summer months

Peter Davis ran a hugely popular **Creative Lab** focussing on **Watercolour Techniques** (see case study).



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Priority Area: Arts & Well-being

The value of arts to personal and community development is becoming increasingly recognised in Shetland. We will continue to develop our Arts & Wellbeing work through the support of groups which use the arts as a vehicle to wellbeing, providing activities for individuals in care settings and providing free access to events or activities for individuals who have been referred by medical, care or support professionals.

Q2 in numbers

23 Development Sessions
486 Participations

Work has been ongoing for delivery of the **Arts in Care** and **Wellbeing Sessions** with **Shetland Islands Council**: both through Craigeielea and Head of Care Services.

The work delivered over the **Summer of Wellbeing Arts at Home** was nominated for the **Achates Prize**, an annual prize that celebrates cultural giving in the UK. Shetland Arts was nominated for the work alongside 15 other Scottish organisations. They were impressed by the creative approach to the work that could not have happened anywhere else.

Shetland Arts worked with artists to make the content relevant to the Shetland community. Films were recorded outdoors with local scenery in the background where possible, and content included local words, and references to local memories and places to help encourage connection. For example, Still Stanes, a video by **Jane Cockayne**, incorporates a range of local languages that are used in the village where she lives, providing local context.

This project stands out for the targeted support it offered every older member of the community in local care homes, and for the local focus of the content created for participants.

Wellbeing Writing with Claire Davenport continued to be popular online. We changed this quarter's delivery to drop-in sessions as opposed to block booking, which encouraged higher numbers at sessions and allowed for a fresh starting point each week.

Wellbeing Choir with leader Suzanne Briggs continued to be popular on Shetland Arts Facebook page, providing a very accessible session that allowed participants to drop in and out as suited them. Many of the past participants were weekly regulars at this, as well as us reaching people from around the world.



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Priority Area: Development & support

The development and support of individuals and groups, along with the promotion of excellence and experimentation, is integral to our work. This includes the provision of funding both directly and through signposting, access to equipment and facilities, paid work placements, volunteering opportunities, commissioning productions and providing support and training to allow creatives to access new markets. We will continue to provide numerous paid opportunities for freelance artists, education staff and performers.

Q2 in numbers

62 Concerts / Screenings / Exhibition days

798 Audience attendances

4 Development Sessions

4 Participations

Visual Arts and Crafts Makers Awards (VACMA) for 19/20 have now finalised, with all 4 award recipients having evaluated their projects. This has been done via self evaluation and email as opposed to our staff visiting makers' workspaces. Feedback from artists was that this award has proven invaluable at a time when work such as exhibiting and workshop delivery has been cancelled or postponed due to Coronavirus. Planning is underway for the next round of funding which will be available in November.

We continued to support craft makers through our **Curated Retail** program at the Bonhoga Shop which reopened in August.

In August we received £247,582 from Creative Scotland after applying for support from the **Performing Arts Venues Relief Fund**. The investment will allow us to continue to operate during this period of reduced income and provide freelance and commissioning opportunities to artists. We expect to make these new opportunities available to artists in October.



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Priority Area: Programming

We offer a varied and engaging programme of events, exhibitions, screenings and festivals across a range of artforms, including film, music, drama, literature, visual art, craft, dance and digital. We also provide spaces and support for other promoters and groups to stage their shows.

Q2 in numbers

106 Concerts / Screenings / Exhibition days

4108 Audience attendances

2 Development Sessions

143 Participations

Due to the impact of Covid-19, the deadline for completion of the **LOCUS public art project** was extended to Sept 2021. Work is currently rescheduled for installation in the first week of April 2021 with a launch event on the weekend of 10/11 April 2021 (the last weekend of the Easter school holidays). Conversations have continued with each of the artists to keep track of progress.

Throughout September a new temporary exhibition space was developed to be installed in the car park at Mareel at the end of the month. **PERIMETER** will offer exhibition opportunities to local artists making new work about these strange times and will provide a safe outdoor space for the public to engage with contemporary art.

Due to the inevitable postponement of the planned **Dorothea Rust** exhibition at The Booth in Scalloway we were able to offer a one-month residency opportunity in the space instead, to create work responding to the current times. After an Open Call for Shetland-based artists the residency was offered to **MAMhouss**, a collective of artists, writers and makers who aim to navigate and combine parenting with creative practice. Their work is driven by dialogue with a wider community, particularly a community underrepresented or an otherwise non-traditional art audience. The resulting work will be exhibited in the PERIMETER space at Mareel.

Film screenings resumed when Mareel reopened on 28 August, with 2m+ distancing measures reducing cinema capacity to around a quarter of what it would normally be. At first we programmed films that had been released before lockdown, that we hadn't previously screened, but in later weeks a lack of major new releases has meant the balance of programming has shifted slightly away from mainstream to more independent films, as smaller distributors are continuing to supply content in a way that the majors aren't. Overall, audience numbers are understandably limited, with family films performing best. Customer feedback has been very positive, with audiences feeling safe in the cinemas and delighted to once again be able to enjoy films on the big screen.

Covid-19 restrictions meant a complete cancellation of all live events in music, drama, literature and dance, and including Folk Frenzy. Where possible, these have been pencilled in the diary for 2021 and beyond.

There were 4 online pre-recordings of **Live@Lunch** delivered this quarter, providing popular online lunchtime performances from local musicians as well as a dialect showcase from **Shetland FirWords**. Shetland FirWords delivered a medley from across the isles: featuring a



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range of readings from many people in Shetland dialect. Music performances came courtesy of **Adam Guest, Jenny Henry and Lewie and Erik Peterson.**

StoryTime for under 5s streamed through our Facebook page continued through the Summer welcoming a variety of locals to read their favourite children's stories. These not only engaged with our regular attendees who had previously attended the Mareel sessions, but allowed us to reach many more participants and families all across the isles and beyond.

Priority Area: Mareel Recording Studio

Maximising Mareel's digital production facilities (principally for music and video recording and broadcast), we will provide opportunities for musicians and producers to generate revenue and Intellectual Property.

Q2 in numbers

5 Development Sessions

7 Participations

There was no activity in the recording studio in July and August due to social distancing restrictions.

In September there were a few voiceover sessions for Promote Shetland, and the bulk of the recording was completed on a new album by Ross & Ryan Couper.



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Case Study: Trad Big Band

Shetland Arts were delighted to receive funding from the Royal Edinburgh Military Tattoo fund to allow us to deliver a week-long intensive for young musicians in July led by pianist **Harris Playfair** and fiddle player **Margaret Robertson**. This was the first part of an ongoing Trad Big Band project which is planned to culminate in a live-streamed concert in Mareel in February 2021.



Together they challenged participants to create new and exciting ways to approach traditional music. Sessions were delivered online by Margaret and Harris and 3 local support tutors **Norma Wilmore** and **Eamonn Watt** together with music editor and tutor **Renzo Spiteri** and film editor **Vaila Walterson** to produce an online collaborative music and film recording.

The film can be viewed here > www.facebook.com/shetlandarts/videos/649431672658645/

As well as challenging the participants, tutors explored new technologies and methodologies through which to deliver group music making and performance. Firstly, Harris composed a piece of music and recorded a piano track which was uploaded and sent to the tutors. Each tutor then wrote and recorded additional parts which they taught to the participants via Zoom. Finally, all the musicians involved filmed themselves playing individually and sent the recordings to the film editor who spliced everything together to produce the final film.



Case Study: Peter Davis' Watercolour Lessons from the Kitchen Table

Peter Davis delivered a very successful sold out block of 4 workshops looking at different approaches to Experimental Watercolour led from his kitchen table.

Each session was approximately 30 minutes (condensed for Zoom purposes), and set tasks for participants to do in the week ahead. Peter shared different techniques and approaches for using watercolours to represent the Shetland landscape in these Summer months. These were taught to encourage participants to 'take your paints outside with you', and get inspired with weekly tutorials from the master of watercolours.

The first three sessions were fast paced tutorial style covering many different techniques. The final session acted as a 'social and share' event where discussion of approaches and sharing of participants' work was encouraged.

We shared weekly notes with participants as well as a list of places to buy reasonable and economic watercolour paints if participants wanted/needed to buy their own. The sessions were very reasonably priced, allowing for an accessible way to learn a new skill during the height of lockdown. Shetland Arts hosted the sessions and answered technical difficulties and questions from participants, allowing the artist to focus on only the session delivery.

We surveyed participants and 100% said they enjoyed the sessions. Comments included:

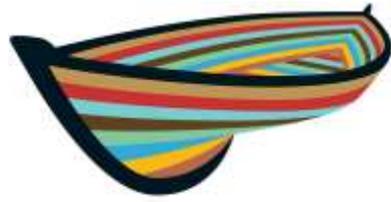
- *"It's been super to be able to do this from home - really accessible, great for introverts! I've really learned a lot and feel like my eyes have been opened to the possibilities of watercolour. Great teacher."*
- *"I have enjoyed having these short sessions with just the right amount of info and then being able to just go away and dabble during the week. I'm normally have something on every weeknight and most weekends so with almost everything I normally do on hold for*



the foreseeable, I found it something really calming and enjoyable for a bit of me-time after work (or during lunchbreak!).”

- *“I've fancied art classes for years but just never have the time. The notes have been really handy as well so I will download them for future reference - and it was really good to have lessons with Peter again for the first time in 20+yrs!”*
- *“Peter’s Kitchen Watercolour Class with three sessions.....Starters, Main Course and Desserts followed by post prandial Coffee and mints.....!”*

Indicative 2020/21 KPIs	Concerts, Screenings, Exhibition Days					Audience attendances					Development Sessions					Participations				
	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total
1. Youth Arts	11	2			13	3944	44			3988	39	21			60	310	155			465
2. Education & Learning	0	0			0	0	0			0	268	133			401	1274	584			1858
3. Arts & Well-being	0	0			0	0	0			0	22	23			45	685	486			1171
4. Development & Support	0	62			62	0	798			798	11	4			15	11	4			15
5. Programming	17	106			123	5288	4108			9396	4	2			6	162	143			305
6. Recording Studio	0	0			0	0	0			0	0	5			5	0	7			7
Programme Total	28	170	0	0	198	9232	4950	0	0	14182	344	188	0	0	532	2442	1379	0	0	3821
SCT Annual Target					4229					161112					2218					20902
% of SCT Target					4.7%					8.8%					24.0%					18.3%



Shetland *arts*
HEAD OF PRODUCTION
REPORT

DECEMBER 2020

INTRODUCTION

This report details the following

- Health and Safety
- Significant projects completed in the reporting period
- Significant projects planned

HEALTH AND SAFETY

Date	Incident	Action Taken	Future Mitigation
25/11/2020	Large metal sign on waterfront blown loose in gale	Secured by staff, LPA informed	
02/12/2020	Fire alarm zone charts at FOH need to be updated	Resolved	

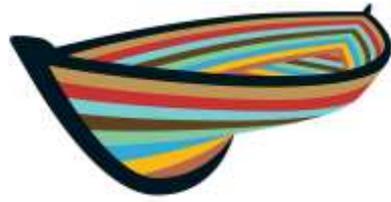
SIGNIFICANT PROJECTS COMPLETED IN REPORTING PERIOD

Date	Title	Intention	Outcome
03/11/2020	Mareel Hot Desk Office	To create a workspace for SADA staff in former Media Lab	Complete
11/11/2020	Mareel Auditorium Reset	Main space available again for external hirers	Complete
01/12/2020	Mareel Funder Wall & Foyer Signage Refresh	Refresh of vinyl signage around Mareel to reflect current usage	Complete
10/12/2020	Hogmanay Filming	Pre-recorded band segments for Hogmanay broadcast	Complete

SIGNIFICANT PROJECTS PLANNED

Short = Next 3 Months; Medium = 3 Months - 1 Year; Long = 1 Year +

Short/Medium/Long Term	Title	Intention	Oct Update
Short	External Railings	To replace handrails on Mareel seaward side	To be actioned early 2021
Short	Insurance Survey	Implement recommendations from Risk Improvement Report	To be completed by 31st December
Short	Bonhoga Steriliser	To install a catering-grade dishwasher at Bonhoga	To be installed January 2021
Medium	Food Prep Cooling	Install appropriate cooling system in Food Prep area at Mareel	Options still being explored
Long	Mareel Foyer Floor	To re-screed lower foyer floor to address long standing issues with cracks	Quotes being sought



Shetland *arts*
CHIEF EXECUTIVE
REPORT

DECEMBER 2020

INTRODUCTION

This report details the following

- Any Board decisions required
- Operational Issues from the last reporting period
- Key Dates for Trustees
- Stakeholder Updates
- Significant projects completed in the reporting period
- Significant projects planned

BOARD DECISIONS

Issue	Supporting Papers	Recommendation

OPERATIONAL ISSUES

Issue	Mitigation
Covid 19	Working to additional restrictions in line with government guidance
External promoters cancelled till end of December 2020	Dates being rescheduled where possible

KEY DATES FOR TRUSTEES

Date	Title	Venue
Ongoing	Shetland Arts and Craft rolling craft fair	Bonhoga
Ongoing	The Greenhouse – a rolling program of exhibitions	Mareel Car Park
31 December 2020	Hogmanay	Online
24 Jan – 14 March 2021	Open Winners Exhibition	Bonhoga

STAKEHOLDER UPDATES

Creative Scotland	<p>Bid to Creative Scotland’s Youth Arts Small Grants Fund successful - £39,150 to be spent by March 2022</p> <p>Consortium application made to the Culture Collective Fund. Consortium made up of The Pier (Orkney), An Lanntair (Isle of Harris and Lewis), Taigh Chersaburgh (North Uist) and SADA. We are the lead agency.</p> <p>I had a meeting with Iain Munro CEO of CS</p> <p>Review meeting planned with Siobhan Anderson 15/12</p>
Shetland Charitable Trust	Funding confirmed for 2021/22 and indicative funding for 2022 – 2025. As applied for.
Highlands and Islands Enterprise	
Shetlands Islands Council	
British Council	Application submitted to Connect and Collaborate to support an artist exchange and commission with the McNay Art Museum in San Antonio, Texas.

SIGNIFICANT PROJECTS PLANNED

Short = Next 3 Months; Medium = 3 Months - 1 Year; Long = 1 Year +

Short/Medium/Long Term	Title	Intention	December Update
Short	Future of the Garrison	Secure a sustainable future for The Garrison Theatre	Ongoing, will form part of planning for 2021
Medium	The Lens	To develop an innovation culture in SADA in partnership with SRT and SAT	On hold due to Covid 19
Medium	Vision, Mission, Values	Review and update	See Development Strategy 2020 - Due to be updated in light of current situation
Medium	Social Impacts	Roll out Social Impacts to WMT and staff	
Medium	Work Plan 2021 - 2024	Review and update work plan so that we are able to respond to potential new strategic direction from stakeholders	See Development Strategy 2020 - Due to be updated in light of current situation
Medium	Organisation Structure	Review organisation structure in line with work plan	See Development Strategy 2020 - Due to be updated in light of current situation
Medium	Locus	Successful delivery	Installation delayed until March 2021
Long	Islands Deal	Ensure CI is delivered in Islands Deal	Creative Islands strand announced as part of the overall funding packages. SADA contributing to outline business case